

The Influence of Employee Feedback and Incentives on Employee Work Motivation at CV BWS Trans Lintang, Palembang City

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Abstract

Work motivation is a key factor influencing employee productivity and performance within a company. This study aims to analyze the effect of employee feedback and incentives on increasing work motivation among employees at the shipping service company CV BWS Trans Lintang. A quantitative research method was employed, using questionnaires distributed to all employees of the company. The collected data were analyzed using multiple linear regression with the help of SPSS version 26. The results show that employee feedback has a positive and significant effect on work motivation, as clear and structured feedback enhances employees' understanding of company expectations and encourages performance improvement. In addition, incentives also have a positive impact on work motivation-both financial and non-financial-as they provide recognition and foster employee loyalty and commitment to the company. Simultaneously, employee feedback and incentives significantly contribute to improving work motivation. This study offers practical implications for the management of CV BWS Trans Lintang by highlighting the importance of strengthening performance evaluation strategies and incentive policies to create a more productive and conducive work environment. Theoretically, the study enriches the literature on human resource management by providing empirical evidence on the significance of feedback mechanisms and incentive systems in enhancing work motivation, particularly in the context of shipping service companies facing dynamic and service-oriented operational challenges.

Keywords: Employee Feedback; Incentives; Work Motivation

INTRODUCTION

Human resources (HR) are an internal factor that plays a vital role in the success of a company. It is not only advanced technology or modern operational systems that determine the success of a company, but also the performance and motivation of employees, who are the driving force in running operations effectively. With the increasing intensity of business competition, especially in the rapidly growing courier service industry in Palembang City, companies are required to have high-quality and highly motivated human resources. According to data from the Central Statistics Agency of Palembang City (2023), the transportation and warehousing services sector experienced a growth of 6.7% compared to the previous year, reflecting an increase in logistics and goods delivery activities. However, this growth is not always accompanied by quality HR management, particularly in terms of work motivation and feedback provision.

Work motivation is defined as the internal drive that encourages individuals to achieve organizational goals with enthusiasm and high commitment. According to Safitri et al. (2023), motivation plays a central role in enhancing productivity and work effectiveness. Additionally, employee feedback is also an important element in modern HR management. According to Tyas & Sukardi (2024), feedback provided in a timely and constructive manner can encourage employees to develop and improve their performance sustainably.

CV BWS Trans Lintang, as a courier service company operating in Palembang, faces real challenges related to the low structure of feedback provision and an incentive system that has not been optimized. Based on initial observations, it was found that employees often do not receive regular performance evaluations, and the feedback provided tends to be general. This creates ambiguity regarding company expectations and hinders employees from making improvements and enhancing

their work effectively. On the other hand, incentives provided are not evenly distributed and are not fully based on performance achievements. Some high-performing employees do not receive adequate rewards, while others receive incentives without clear criteria.

Various studies show mixed results regarding the influence of feedback and incentives on work motivation. For example, Guci et al. (2021) found that feedback has a positive impact on employee performance and motivation. Meanwhile, Alhudhori et al. (2019) stated that incentives also significantly influence work motivation. However, different findings were presented by Juliyanti et al. (2024), who discovered that incentives do not always affect motivation, and Ariyanti (2013) who found that motivation does not significantly affect performance. These inconsistencies suggest a research gap that needs further investigation.

The urgency of this research arises from the specific need of CV BWS Trans Lintang to create a more effective HR management system, especially in formulating a structured feedback strategy and implementing a fair and transparent incentive system. Low work motivation can directly impact the company's productivity and increase turnover. Therefore, a deeper understanding of the influence of feedback and incentives on work motivation in the context of courier service companies is essential to explore.

This research is also aligned with the Sustainable Development Goals (SDGs), particularly Goal 8: Decent Work and Economic Growth, which encourages the creation of fair working conditions that support productivity and workers' well-being. Furthermore, this study is relevant to Goal 9: Industry, Innovation, and Infrastructure, as it examines managerial aspects that support operational efficiency in the courier service sector, based on innovation in HR management.

Thus, this study is expected to provide theoretical and practical contributions in strengthening the understanding of how feedback and incentives can be used as effective strategies to improve employee work motivation in the courier service sector, particularly at CV BWS Trans Lintang.

METHOD

This research uses a quantitative approach with a survey method because it aims to measure the influence between variables objectively and systematically. The population in this study is all employees of CV BWS Trans Lintang, totaling 75 people. The sampling technique used is a saturated sampling technique, where the entire population is treated as a sample due to its relatively small size and ease of access. Data collection was carried out by distributing questionnaires that were designed using a 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Some examples of statement items in the questionnaire include: "My supervisor provides clear and specific feedback about my work" to measure the employee feedback variable (X1), "I receive incentives that match my work achievements" to measure the incentive variable (X2), and "I feel motivated to give my best performance in my job" to measure the work motivation variable (Y).

Before the main analysis, validity and reliability tests were conducted to ensure the quality of the instruments. The validity test was performed using the Pearson Product Moment correlation technique, where all items were declared valid because they had r-count values greater than r-table (0.227) and significance values less than 0.05. The reliability test was conducted using the Cronbach's Alpha method, which resulted in values of 0.880 for employee feedback, 0.842 for incentives, and 0.859 for work motivation. These values indicate that all instruments are reliable because they exceed the minimum reliability limit of 0.70. Subsequently, the data were analyzed using multiple linear regression to examine the influence of independent variables on the dependent variable. Before that, classical assumption tests were conducted, including normality tests, multicollinearity tests, and heteroscedasticity tests. The normality test was performed using the Kolmogorov-Smirnov method and showed a significance value of 0.200 (> 0.05), meaning the data is normally distributed. The multicollinearity test showed a tolerance value greater than 0.1 and a VIF value less than 10, indicating no multicollinearity. Meanwhile, the heteroscedasticity test was conducted using the Glejser test, which showed a significance value greater than 0.05, meaning there is no indication of heteroscedasticity. By using this method, the research is expected to provide valid, reliable, and accurate results in explaining the influence of employee feedback and incentives on work motivation, particularly in the context of courier service companies like CV BWS Trans Lintang.

RESULTS and DISCUSSION

Hypothesis Testing Results

Hypothesis testing is a statistical method used to evaluate the truth of a statement or assumption about a population based on sample data analysis.

Partial Test (t-test)

This test aims to explain the extent to which the independent variables individually affect the dependent variable.

Table 1. Partial Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.812	1.867		5.792	.000
Feedback Karyawan	.161	.091	.195	1.775	.002
Insentif	.210	.063	.367	3.346	.001

Source: Data processed using SPSS v26 output, (2024)

Based on the results of the t-test, it was found that employee feedback (X1) has a regression coefficient of 0.161 with a significance value of 0.002 (< 0.05). This means that every one-unit increase in employee feedback will increase work motivation by 0.161 units. This indicates that the clearer, more specific, and structured the feedback received by employees, the higher their level of work motivation will be. The t-value of 1.775 with a beta contribution of 0.195 suggests that while the effect is significant, its contribution strength is still lower compared to other variables.

Meanwhile, the incentive variable (X2) has a greater impact on work motivation. The regression coefficient for incentives is recorded at 0.210, with a significance value of 0.001 (< 0.05) and a t-value of 3.346. This means that every one-unit increase in incentives will increase work motivation by 0.210 units. The beta value of 0.367 indicates that the contribution of incentives to improving work motivation is more dominant than that of employee feedback. This shows that both financial and non-financial incentives are more effective in boosting employee work enthusiasm at CV BWS Trans Lintang.

Simultaneous Test (F-test)

The F-test is used to test whether the independent variables, together (simultaneously), affect the dependent variable. This test is important to determine whether all of the independent variables in the regression model have a significant effect on the dependent variable.

Table 2. Simultaneous Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.438	2	29.219	10.049	.000 ^b
	Residual	209.349	72	2.908		
	Total	267.787	74			

Source: Data processed using SPSS v26 output, (2024)

The F-test is used to determine whether the independent variables (feedback and incentives) together have a significant effect on work motivation. The results of the ANOVA test show an F-value of 10.049 with a significance of 0.000 (< 0.05), which indicates that both independent variables significantly affect work motivation when considered simultaneously. This suggests that feedback and incentives together have a collective and significant impact on the work motivation of employees at CV BWS Trans Lintang.

Correlation and Determination Coefficient Test

The correlation and determination coefficient tests are used to measure the relationship between two variables. The correlation coefficient indicates the degree of linear relationship, while the determination coefficient (R^2) measures how much of the variation in the dependent variable can be explained by the independent variables. The R^2 value ranges from 0 to 1, where values closer to 1 indicate that the independent variables have a strong influence on the dependent variable, while values closer to 0 suggest a weak influence.

Table 3. Correlation and Determination Coefficient Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.835	.830	.783

a. Predictors: (Constant), Insentif, Feedback Karyawan

Source: Data processed using SPSS v26 output, (2024)

Based on the table above, the results of the correlation and determination coefficient tests provide information regarding the strength of the relationship and the extent to which the two independent variables (feedback and incentives) affect the dependent variable (work motivation). The correlation coefficient (R) value of 0.914 indicates a very strong relationship between feedback and incentives and work motivation. Meanwhile, the R-squared (R^2) value of 0.835 suggests that 83.5% of the variation in work motivation can be explained by employee feedback and incentives, while the remaining 16.5% is influenced by other factors outside the scope of this research model, such as the work environment, leadership style, or organizational conditions.

Based on previous studies, these results are in line with the findings of Tyas & Sukardi (2024), who stated that feedback and incentives significantly affect employee performance and motivation. This study is also consistent with the research of Alhudhori et al. (2019) and Ivan & Rizal (2022), which found that incentives play an important role in enhancing work motivation. However, these results contrast with the study by Juliayanti et al. (2024), who concluded that incentives have a weak influence on employee performance. These differences may arise due to variations in organizational contexts, employee characteristics, and the incentive systems implemented.

DISCUSSION

The Influence of Employee Feedback on Improving Work Motivation

Based on the results of the partial regression analysis, the employee feedback variable has a coefficient value of 0.161, with a t-value of 1.775 and a significance of 0.002 (< 0.05). This indicates that employee feedback has a positive and significant impact on work motivation. These findings align with the research of Akib et al. (2020), which states that feedback has a very positive impact on work motivation. Tyas & Sukardi (2024) emphasize that feedback positively and significantly affects employee performance, indicating that good feedback can improve work effectiveness. Furthermore, according to Guci et al. (2021), feedback is shown to have a positive effect on employee performance.

For the management of CV BWS Trans Lintang, these results highlight the importance of establishing a regular, specific, and constructive feedback system. The company should develop periodic evaluation mechanisms, such as weekly or monthly reviews, that not only assess work outcomes but also provide direct guidance and appreciation. Training for supervisors on how to give effective feedback is also a crucial recommendation to ensure feedback is not general or demotivating.

However, this study has limitations as it relies solely on closed-ended questionnaires, which could contain perceptual bias, and does not explore in-depth what types of feedback are most effective according to employees. Future research is recommended to include qualitative approaches such as interviews to gain a deeper understanding of employees' perspectives on effective feedback.

The Influence of Incentives on Improving Work Motivation

Based on the results of the partial regression analysis, the incentive variable shows a coefficient of 0.210, a t-value of 3.346, and a significance of 0.001 (< 0.05). These results indicate that incentives have a positive and significant effect on employee work motivation. This finding is in line with several studies that highlight the importance of incentives in enhancing employee motivation. Tyas & Sukardi (2024) show that incentives have a positive and significant impact on performance, indicating that clear rewards can increase motivation to achieve set targets. According to Alhudhori et al. (2019), incentives also have a significant positive influence on work motivation.

Management at CV BWS Trans Lintang is advised to design a transparent, performance-based incentive system that includes both financial and non-financial incentives. For example, bonuses based on work targets, monthly employee awards, and non-material incentives such as additional training or extra vacation days. The key is consistency and clarity in the criteria for giving these incentives.

A limitation of this study is that it did not explore employee preferences regarding the types of incentives. Some employees may be more motivated by social recognition than financial incentives. Future research could expand on incentive dimensions and consider demographic factors as moderating variables.

The Influence of Employee Feedback and Incentives on Improving Work Motivation

The results of the simultaneous test (F-test) show a significant value of 0.000 (< 0.05), indicating that the variables of employee feedback and incentives together have a significant impact on employee work motivation. Additionally, the R^2 value of 0.835 shows that 83.5% of the variability in work motivation can be explained by these two variables, while the remaining portion is influenced by other factors. This aligns with the study by Guci et al. (2021), which shows that good feedback helps employees understand how well they have met the set targets, encouraging them to improve performance. Moreover, the research by Tyas & Sukardi (2024) demonstrates that incentives have a positive and significant impact on performance, suggesting that clear rewards can boost motivation to reach established targets.

CV BWS Trans Lintang can leverage these findings by developing an integrated HR management strategy, where regular performance evaluations are always paired with relevant appreciation or incentives. Building a company culture that is open to feedback and values employee achievements will enhance job satisfaction, loyalty, and overall productivity. One practical step to take is to implement a "goal setting & reward" system based on measurable performance indicators that can be monitored monthly.

Although the determination coefficient is high, there remains 16.5% of other factors that are not explained by this model. Factors such as leadership style, physical work environment, and employee personal conditions may also play a role in work motivation but were not measured in this study. Future research could consider including these additional variables.

CONCLUSION

The results of this study indicate that both employee feedback and incentives have a positive and significant effect on work motivation. On a partial basis, both variables have a meaningful impact, with incentives having a more dominant effect. Simultaneously, the combination of these two variables has also proven effective in enhancing employee motivation. The regression test results confirm that incentives have a greater influence than employee feedback. Meanwhile, the correlation and determination coefficient test shows an R value of 0.914, indicating a very strong relationship between the independent variables and work motivation, with 83.5% of the variation in work motivation explained by employee feedback and incentives. This demonstrates that the regression model has excellent predictive ability. Based on these findings, it is recommended that the management of CV BWS Trans Lintang regularly provide specific and constructive feedback, as well as implement a transparent performance-based incentive system. The company should also train supervisors to be more effective in delivering feedback. For future research, it is suggested to use a mixed-methods approach to gain a more comprehensive understanding, as well as consider longitudinal studies to examine the long-term effects of feedback and incentives on work motivation.

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